***Business Management***

***Questions from past exams related to study area & marks allocated.***

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| *year* | *quest* | *Topic* | *unit* | *aos* | *mark* |
| 2010 | 1 | The Global Financial Crisis has led to a substantial reduction in the number of customers for Flyalot Airlines. Management is predicting that a further drop in customer numbers will occur over the next twelve months. As a result management is reviewing all areas of the organisation. |  |  |  |
|  | 1a | Define the term performance indicator. | 3 | 1 | 1 |
|  | 1b | Identify and explain how **two** stakeholder groups of Flyalot Airlines would have been adversely affected by the Global Financial Crisis. | 3 | 1 | 4 |
|  | 1c | Identify **two** management functions. For each function discuss **one** strategy that Flyalot Airlines could use to overcome the problems caused by decreasing customer numbers. | 3 | 1 | 4 |
|  | 1d | For each of the strategies you have identified in **part c.**, select and justify a performance indicator that could be used to measure the success of the strategy. | 3 | 1 | 3 |
|  | 2 | Wonderful Toys Company manufactures wooden blocks that were found to contain small amounts of lead paint that can be poisonous to children. The company recalled all of this product. |  |  |  |
|  | 2a | What management style could Wonderful Toys use in this crisis? Explain why you have chosen this management style. Refer to **two** features of this style in your explanation. | 3 | 2 | 5 |
|  | 3 | Ms West has just purchased a designer clothing and manufacturing company. She would like to expand the company and start exporting. |  |  |  |
|  | 3a | Compare and contrast **two** potential management structures that would assist Ms West to achieve these aims. Which management structure would you recommend to Ms West? Justify your choice. | 3 | 2 | 6 |
|  | 4 | The Charity Foundation is a service organisation assisting children who have been affected by natural disasters. It aims to raise money and collect goods to distribute to children in need. |  |  |  |
|  | 4a | Identify and explain the key elements of The Charity Foundation’s operations management system. In your answer provide one example of each key element. | 3 | 3 | 6 |
|  | 5 | Ethical and socially responsible management is an important part of an operations management system. |  |  |  |
|  | 5a | Identify and describe **two** operations management strategies. Discuss the benefits to an organisation of adopting an ethical and socially responsible approach to management in these areas. | 3 | 3 | 6 |
|  | 6 | Allen’s Advertising Agency has recently employed six graduates. After six months, three of the graduates have resigned due to low job satisfaction. |  |  |  |
|  | 6a | Explain Locke’s theory of motivation. Discuss how using this theory might assist the Human Resource Manager to motivate the remaining three graduates. | 4 | 1 | 4 |
|  | 6b | In addition to improved job satisfaction, discuss **two** other benefits to Allen’s Advertising Agency that could be achieved through the use of Locke’s motivational theory. | 4 | 1 | 4 |
|  | 6c | The Human Resource Manager at Allen’s Advertising Agency also considers using reward management. Discuss how reward management is linked to motivation in an organisation. In your answer identify and explain the way one financial and one non-financial reward could improve motivation. | 4 | 1 | 6 |
|  | 6d | The Human Resource Manager needs to employ three new graduates. Discuss the selection processes that could be used to ensure that the new staff meet the needs of the organisation. | 4 | 1 | 5 |
|  | 7 | Managing change is a vital part of ensuring the success of a large-scale organisation. Analyse possible driving and restraining forces which might cause change in a large-scale organisation. Illustrate your answer with references to an issue or organisation that you have studied this year. | 4 | 2 | 10 |
|  |  |  |  |  |  |
| 2009 | 1 | The 2008/2009 global financial crisis has led to a decrease in automobile sales in Australia and hence a reduction in demand for parts of all types. At Johnson Automotive, a manufacturer of brake parts, the workforce has been reduced from 500 to 300. The remaining staff have had their hours of work and pay reduced by 30%. These changes have been made in an autocratic manner, upsetting many of the stakeholders of the organisation. The plant manager who made these changes has since resigned and has been replaced by a new plant manager who plans to adopt a participative management style. |  |  |  |
|  | 1a | Define the term stakeholder. | 3 | 1 | 1 |
|  | 1b | Contrast the participative and autocratic management styles. Include **two** characteristics of each management  style in your answer. | 3 | 2 | 4 |
|  | 1c | Discuss **two** advantages and **two** disadvantages of the participative management style. | 3 | 2 | 4 |
|  | 1d | Describe **two** human resource strategies that the new plant manager could implement to improve employee  satisfaction. | 4 | 1 | 4 |
|  | 1e | As a consequence of the significant changes at Johnson Automotive, the plant manager has decided to  focus on the roles of **planning** and **controlling**. Define each of these roles. Discuss how these roles will  assist the new plant manager to deal with these changes. | 3 | 2 | 4 |
|  | 1f | Describe **three** management skills that a participative manager could use. Discuss how the new plant manager at Johnson Automotive could apply each of these skills to the current situation. | 3 | 2 | 6 |
| 2009 | 2 | Wombat Airlines is a large-scale organisation that operates internationally. A unique feature of this airline is that  it does not outsource any part of its business. This means it is responsible for the maintenance and cleaning of  its planes and the manufacture and supply of the food that it serves. |  |  |  |
|  | 2a | Describe **two** characteristics that would identify Wombat Airlines as a large-scale organisation. | 3 | 1 | 2 |
|  | 2b | Outline **three** ways that large-scale organisations contribute to the economy. | 3 | 1 | 3 |
|  | 2c | Discuss **two** differences between the operations of a service business and the operations of a manufacturing  business. Illustrate your answer with examples from Wombat Airlines **or** another organisation you have  studied this year. | 3 | 3 | 4 |
| 2009 | 2d | Strategies that managers use to optimise their operations can be grouped into four areas. These are  • facilities design and layout  • materials management  • management of quality  • technology.  Select **two** areas from the above list.  Identify and describe **one** operations management strategy from each of the **two** areas selected. Discuss how  Wombat Airlines could use them to improve its operations. | 3 | 3 | 4 |
|  | 2e | Explain the positive and negative aspects of **two** ethical and social responsibility issues that could be faced  by Wombat Airlines **or** another organisation that you have studied this year. | 3 | 1 | 6 |
|  | 3 | The Wilton Hotel has decided to change its business strategy and upgrade from a 3 star hotel to a 5 star luxury  resort. Ms Zheng, the proprietor, realises that the staff will need to improve their standard of service to achieve  a 5 star rating. An increase in the staff to client ratio is also needed, so twenty new staff will be employed. |  |  |  |
|  | 3a | Discuss **two** ways this change in business strategy will affect the way in which the human resource department selects new staff. | 4 | 1 | 4 |
|  | 3b | Explain a relevant motivational theory. Discuss how it might assist the human resource manager to motivate  staff to improve their level of performance. | 4 | 1 | 4 |
|  | 3c | Describe **one** driving force and **one** restraining force for change that Ms Zheng may have considered before  adopting this business strategy. | 4 | 2 | 2+2=4 |
|  | 3d | Select and describe a change management theory. Discuss how this theory would assist Ms Zheng in implementing this business strategy. | 4 | 2 | 6 |
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| 2008 | 1 | Australian Mineral Resources (AMR) and Jerrilderi Mining have been negotiating a merger with the aim of achieving economies of scale. The Chief Executive Officers (CEOs) of the two mining companies have been in discussion over the past three months. The focus of these discussions has been  • the potential problems of merging two well-established companies with different cultures  • the possible structure of the new entity  • the content of a joint mission statement  • the adoption of a single planning process at the three levels. |  |  |  |
|  | 1a | Define **mission statement**. | 3 | 1 | 1 |
|  | 1bi | Define **organisational structure**. | 3 | 1 | 1 |
|  | 1bii | Describe the key features of a matrix organisational structure. | 3 | 2 | 2 |
|  | 1c | Identify and describe the three levels of planning. | 3 | 2 | 4 |
|  | 1d | Discuss **two** indicators of corporate culture the organisations would have considered. | 3 | 2 | 4 |
|  | 1e | Explain how leadership is essential in effective change management. | 4 | 2 | 2 |
|  | 1f | Outline and discuss a change management theory. Where relevant, refer to the current situation at AMR  and Jerrilderi Mining. | 4 | 2 | 6 |
|  | 2 | Country Foods is a food processing company with plants in Bendigo, Ballarat and Geelong. It is a major employer in these regional centres. Due to the severe drought in Victoria, Country Foods has made a business decision to close the Bendigo factory. The Human Resource Manager, Bob Spiteri, is responsible for implementing the closure in relation to staffing matters. The company’s CEO has contacted Bob Spiteri as he is concerned about possible industrial relations action that might impact on the company’s stakeholders. |  |  |  |
| 2008 | 2a | Define employee relations and discuss the role of the human resource manager in this area. | 4 | 1 | 4 |
|  | 2b | Identify and describe **two** human resource strategies Bob Spiteri could use in this case. | 4 | 1 | 4 |
|  | 2c | Identify and explain **two** management skills Bob Spiteri could use and discuss how these skills would assist him in this current situation. | 3 | 2 | 4 |
|  | 2d | Identify **two** stakeholders of Country Foods. Discuss the potential impact of this closure on these stakeholders. | 3 | 1 | 4 |
|  | 2e | Bob Spiteri is concerned about the impact of the closure of the Bendigo factory on staff at the Geelong and Ballarat plants.  **e.** Describe how an appropriate motivational theory would assist him to maintain staff morale. | 4 | 1 | 4 |
|  | 3 | Classic Cleaners specialises in supplying Australian households with washing machines and dishwashers. The company is planning to reorganise its operations as it prepares for the introduction of new models.  The Operations Manager, Connie Lemnos, is investigating having some product parts manufactured in China  and shipped to its Australian factories. |  |  |  |
|  | 3a | Identify and describe  • **one** quality strategy  • **one** materials management strategy  • **one** facilities and design layout strategy  that could be employed as a result of the introduction of the new models at Classic Cleaners. | 3 | 3 | 6 |
|  | 3b | Discuss **one** positive and **one** negative impact on business competitiveness that may arise from the possible changes at Classic Cleaners. | 3 | 3 | 4 |
|  | 3c | Describe **two** key performance indicators that could be used to measure the success of the new models. | 3 | 1 | 4 |
|  | 3d | Identify and discuss **two** social responsibility issues associated with the decision to outsource the manufacturing of parts to China. | 3 | 1 | 4 |
|  | 3e | Identify and describe **one** external pressure for change that may have led the company to consider having its parts manufactured in China. | 4 | 2 | 2 |
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| 2007 | 1 | Staff turnover at White Sands, a major Queensland resort island, has been cut dramatically because of innovative  personnel strategies. These strategies were introduced by Wendy Howard, Human Resource Manager. The  Queensland Airlines Company operates White Sands which is located near the Great Barrier Reef. In May  2007, the Chief Executive OfÞ cer conducted a SWOT (strengths, weaknesses, opportunities and threats)  analysis that resulted in the introduction of a decentralised management structure that encouraged greater staff  participation.  Subsequently, Wendy conducted a training needs analysis that resulted in an induction program modelled on  her observations of best practice companies. She also introduced a new training policy for existing staff. The  new training policy encouraged multiskilling so staff could swap positions and transfer between departments. Wendy also introduced regular performance appraisals. She generated commitment and loyalty in her workforce by only recruiting people with long-term career aspirations at the resort. |  |  |  |
|  | 1a | Define these terms.   1. Induction program 2. Best practice | 4  4 | 1  1 | 1  1 |
|  | 1b | The Queensland Airlines Company is a large-scale organisation.  Identify **two** characteristics of large-scale organisations. | 3 | 1 | 2 |
|  | 1c | Discuss the benefits of conducting a SWOT analysis. Use **two** examples from the White Sands case study to illustrate your answer. | 3 | 3 | 4 |
|  | 1d | Outline and justify **two** human resource strategies that could be used by Wendy Howard to recruit the best  applicants for White Sands. | 4 | 1 | 4 |
|  | 1e | Discuss the relationship between performance appraisals and training. | 4 | 1 | 2 |
|  | 1f | Select and discuss a motivational theory that Wendy Howard may have used in developing the strategies she used at White Sands. Indicate why the motivational theory you selected is relevant to the strategies implemented at White Sands. | 4 | 1 | 4 |
|  | 2 | WAY TO GO  *Skye Daily Press* . 22 September 2007  Recent figures show that Meehan Electric Company is leading in productivity and quality compared with all other electricity providers. It has an excellent industrial relations record that has resulted from a significant change in its corporate culture.  Established 10 years ago by James Meehan, the business initially struggled to gain market share. There were feelings of mistrust between management and staff, and as a result productivity was low. James decided to introduce enterprise bargaining to endeavour to become more productive and to improve  the relationship between staff and management. He succeeded beyond his expectations and other electricity  providers now benchmark their performance against his company. |  |  |  |
| 2007 | 2a | Identify and explain **one** driving and **one** restraining force for change relevant to Meehan Electric Company.s  introduction of enterprise bargaining.   1. driving 2. restraining | 4  4 | 2  2 | 2  2 |
|  | 2b | Introducing enterprise bargaining in this case was a response to internal pressures for change. Organisations  also need to respond to external pressures.  **b.** Identify and explain **two** external pressures for change and discuss how they may cause Meehan Electric Company to change its management practices. | 4 | 2 | 4 |
|  | 2c | Identify and explain **one** management role that James Meehan may use when developing policies to improve  productivity. | 3 | 2 | 2 |
|  | 2d | Distinguish between individual Australian Workplace Agreements (AWAs) and Collective/Certified Agreements. | 4 | 1 | 2 |
|  | 2e | Discuss the **differing** opinions that **two** stakeholders may have had about James Meehan.s decision to introduce enterprise bargaining. | 3 | 1 | 4 |
|  | 3 | Pacific Paint  Memorandum  Date: 29 August 2007  To: Jerome Jones (*Operations Manager*)  From: Magnus Larsen (*CEO*)  Topic: High wastage and inappropriate disposal of materials  Urgent Message:  It has come to my attention that your department has caused significant spillage of oil and paint over the past 6 months. Traces of this oil and paint have been found in the city’s waterways and the Water Board is considering prosecution. The local community is threatening to boycott our products and encourage our international customers to do likewise. I will come to see you on Monday at 10.00 am to hear how you will resolve this situation. |  |  |  |
|  | 3a | Jerome Jones has reviewed the operational procedures and determined that manual handling errors are to blame  for the spillage of oil and paint. He believes that introducing new technology will eliminate this problem. This will lead to the redundancy of 15 staff.  Jerome has decided to adopt an autocratic management style.   1. Explain the characteristics of an autocratic management style. 2. Justify Jerome Jones use of an autocratic management style in this situation. | 3  3 | 2  2 | 2  2 |
|  | 3b | Identify and explain **two** management skills that Jerome Jones could use and discuss how these skills would assist him in his current situation. | 3 | 2 | 4 |
| 2007 | 3c | Outline **two non-financial** key performance indicators that could be used to measure the success of the changes at Pacific Paint. | 3 | 2 | 4 |
|  | 3d | Identify and explain **two** operations management strategies **(apart from technology strategies)** that Jerome Jones could introduce and discuss how these strategies could improve business competitiveness. | 3 | 3 | 4 |
|  | 3e | Discuss the elements of an operations management system. Illustrate your answer using a service firm. | 3 | 3 | 4 |
|  | 3f | Evaluate the positive and negative aspects of **two** ethical and social responsibility issues faced by Jerome Jones in this situation. | 3/4 |  | 6 |
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| 2006 | 1 | Southern Furniture Ltd’s mission statement reads  *Southern Furniture Ltd is a leader in the manufacturing of household furniture. Our mission is to meet customer needs with the highest quality products and services. This will support the profitability and the growth expectations of our shareholders. We care about the future of our environment and we support programs that protect communities.*  The CEO, Mr Gomm, and his senior managers have developed a strategic plan for the next five years. The intention of this plan is to inform all staff within the organisation that changes have to be made. The strategic plan includes the following objectives.  • increase market share by 25% in China (an identified growth area)  • reduce materials waste by 5% per year  • achieve and maintain ISO 9000 accreditation  • increase productivity by 8% through the use of new automation/technology  In addition, Mr Gomm also announced there would be a review of the current organisational structure to assess whether it is still appropriate.  Mr Gomm informed Susan Wu, Human Resource Manager, that the following strategies must be put into action.  • the firm will adopt enterprise bargaining agreements  • current staff will need to be retrained to use the latest technology  • training of staff will now be outsourced |  |  |  |
|  | 1a | Define these terms.   1. productivity 2. outsourcing | 4  4 | 2  2 | 1  1 |
|  | 1b | Apart from the stakeholders mentioned in the **mission statement**, identify **two** other stakeholders of Southern Furniture Ltd and explain their importance to the organisation. | 3 | 1 | 4 |
|  | 1c | Explain the relationship between a mission statement and a strategic plan. | 3 | 1 | 2 |
|  | 1d | Describe how one of the objectives in the strategic plan will assist Southern Furniture Ltd to become a more socially responsible organisation. | 3/4 |  | 2 |
|  | 1e | Identify and justify an appropriate organisational structure that will assist the organisation to achieve its strategic plan. | 3 | 2 | 2 |
| 2006 | 1f | Identify and explain **two** management skills that could be used by Mr Gomm to implement the strategic plan. | 3 | 2 | 4 |
|  | 2 | Golden Steel Ltd has experienced a large increase in the number of industrial accidents over the past year. This has resulted in long-term absences from the workplace of those involved and increased stress on the remaining workforce. The loss of the expertise and experience of permanent staff has led to a reduction in efficiency. Management has also been concerned about the cost of employing temporary staff to cover the absent staff. In response, Golden Steel Ltd has introduced a new policy titled ‘*Handling and Maintenance of Dangerous Materials*’. The Operations Manager, Jim Smart, has the responsibility of informing all staff of the new policy and for its overall implementation. The HR Manager, Judy Wang, has been asked to assist as appropriate. |  |  |  |
|  | 2a | Identify and explain **two** key management roles Judy Wang could use to assist in implementing the new policy. | 3 | 2 | 4 |
|  | 2b | Outline **two** operations management strategies Jim Smart can use to improve operations. | 3 | 3 | 4 |
|  | 2c | Discuss the relationship between a quality strategy and business competitiveness. | 3 | 3 | 2 |
|  | 2d | Explain the elements of an operations management system. Use an example from an organisation you have studied this year to illustrate your answer. | 3 | 3 | 4 |
|  | 3 | Joe Johnson owns and runs Slippery Shirt Company. He makes large profits by using ‘sweatshops’ (where pay and conditions are well below the industry award) to sew his shirts. Joe is retiring and passing the business to his son, Jack, who is determined to bring in policies that treat his staff and contractors in a socially responsible manner. |  |  |  |
|  | 3a | Define the following terms.   1. policy 2. organisational change | 3  4 | 2  2 | 1  1 |
|  | 3b | Describe an appropriate change management theory Slippery Shirt Company could use to implement the new policies. | 4 | 2 | 3 |
|  | 3c | Discuss how **two** elements of the external environment of Slippery Shirt Company are pressuring the organisation to change its policies. | 3 | 1 | 3 |
|  | 4 | Nursing staff claim wages situation terminal  *Newton Morning Express* – 20 October 2006  Nursing staff at Newton Hospital are upset that their pay and conditions of employment have fallen considerably behind their colleagues at other hospitals and also the international benchmark. They are concerned that the vision of the hospital, to provide quality service, will be undermined if this situation is not corrected. The nurses are considering industrial action to persuade management to improve their pay and working conditions. Currently, the nurses are under the Victorian Nursing Award. They have requested that management negotiate an enterprise agreement, with equal representation of management and employees in the enterprise bargaining process. However, HR Management has informed the employees that they will retain the award system and that, in fact, their pay and conditions are well above the national average. |  |  |  |
|  | 4a | Compare and contrast the decentralised and centralised systems of workplace relations. | 4 | 1 | 4 |
|  | 4b | Explain and apply a problem-solving process that could be used at Newton Hospital to resolve the conflict between the nurses and management. | 4 | 2 | 5 |
|  | 4c | Identify and explain an appropriate management style that could be used in implementing enterprise bargaining within this workplace. | 3 | 2 | 3 |
|  | 4d | Select and discuss **two** appropriate key performance indicators to measure the success of enterprise bargaining. | 3 | 1 | 4 |
|  | 5 | The third annual Corporate Responsibility Index, a voluntary survey that measures business performance in areas such as community, environment and employee issues, was published on 15 May 2006. It shows that many more Australian businesses are taking social responsibility seriously and are starting to include it in the way they run their business.  Evaluate the positive and negative consequences on large-scale organisations of having socially responsible policies. | 3 | 1 | 6 |
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| 2005 | 1 | *Dave Rodgers, Manager of the Marketing Division at Hume and Weston Ltd, has been called by the Human*  *Resources Manager, Ms Wilson, to explain the high number of recent resignations from his department. Most*  *resignations have been from the younger graduates who have complained about the lack of direction, no sense of belonging and no support given by Dave. Dave does not see a problem with the high staff absenteeism, and would rather not discuss his department with Ms Wilson. Ms Wilson demands that he solve these problems immediately.* |  |  |  |
|  | 1a | Define the following terms   1. staff absenteeism 2. corporate culture | 3  3 | 2  2 | 1  1 |
|  | 1b | Explain how **two** of the key management roles (planning, organising, leading and controlling) could be used by Ms Wilson in her position as Human Resources Manager. | 3 | 2 | 4 |
|  | 1c | Identify and explain an appropriate motivational theory and discuss its benefits for the Marketing Division. | 4 | 1 | 4 |
|  | 1d | How would Dave Rodgers apply this motivational theory (in **part c.** above) to the Marketing Division? | 4 | 1 | 2 |
|  | 2 | *Blue Berry Jam is a publicly listed company located 90 kilometres from Melbourne. It relies on fresh farm produce to supply its fruit and employs people from the local area. The business started selling its jam to retailers in Melbourne, but has quickly expanded its market overseas to Hong Kong and Indonesia. It has a strong reputation for reliability, nutritional value and support for the environment. However, the CEO has identiÞ ed the following areas of concern for future growth.* . *Falling reputation if ethical and social responsibility management is not maintained. Local residents are complaining that a new plant will become an environmental nightmare. The residents are particularly worried about Blue Berry Jam using valuable land resources. They are also concerned about more waste material polluting the nearby rivers.*  *. Shareholders are complaining about the cost of the new plant necessary for the extra production. . Low price imports that may reduce Blue Berry Jam.s sales and force it to close.* |  |  |  |
| 2005 | 2a | Distinguish between shareholders and stakeholders. | 3 | 1 | 2 |
|  | 2b | Explain the term macro environment and describe **two** pressures affecting large-scale organisations. | 3 | 1 | 3 |
|  | 2c | Blue Berry Jam contributes in many ways to the Australian economy. Identify **two** economic contributions  that would be lost if Blue Berry Jam was forced to close. | 3 | 1 | 4 |
|  | 2d | Identify one financial and one non-financial key performance indicator that would measure Blue Berry Jam’s performance. | 3 | 1 | 2 |
|  | 2e | Explain how each of these key performance indicators (in **part d.** above) could be used to improve Blue Berry Jam’s performance. | 3 | 1 | **4** |
|  | 3 | *Fierce competition in the mobile phone industry has forced Logicall, a Melbourne-based mobile phone manufacturer, to examine its operational management system.* |  |  |  |
|  | 3a | Describe **three** strategies the operations manager could use to improve Logicall’s competitiveness. | 3 | 3 | 6 |
|  | 3b | Explain the **three** key elements of an operational management system with reference to an organisation  that you have studied this year. | 3 | 3 | 6 |
|  |  | *Rapidly changing technology means that Logicall may one day be forced to merge with, or be taken over by, a*  *global telecommunications company.* |  |  |  |
|  | 3c | Define the following terms and give an example for each term to demonstrate your understanding.   1. merger 2. multinational corporation | 4  3 | 2  3 | 2  2 |
|  |  | *There are several contemporary change management issues that Logicall may have to deal with in the future.* |  |  |  |
|  | 3d | Select one of these change issues and explain the impact it would have on Logicall.  These may include  . technological development  . mergers  . globalisation  **or**  another change management issue for large-scale organisations which you have studied. | 4 | 2 | 3 |
|  |  | *The media have strongly criticised the mobile phone industry for its lack of social responsibility about*  *. radiation from mobile phones*  *. material wastage from discarded phones and batteries*  *. the alarming number of young people with financial problems due to their high mobile phone bills.*  *Logicall have decided to address these issues. Logicall have implemented strategies that include . recyclable*  *phones and batteries, low radiation phones, and contracts that clearly explain their billing structure.* |  |  |  |
| 2005 | 3e | Evaluate the impact on Logicall of implementing these socially responsible strategies. | 3 | 1 | 8 |
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